

STEVEN R. BRATT

122 Cambridge Street / Winchester, MA, 01890, USA / steve@thinkabit.com / +1.781.354.6011
Resume on the Web: www.thinkabit.com/SBrattResume.html

Chief Executive / Emerging Technologies / World Wide Web

25 years of success in launching and invigorating complex, international, high-tech enterprises.

- ❖ **Leading Technology Ventures with Societal Impact.** Launched and now leading the Web Foundation's effort to advance the Web as a tool of entrepreneurship and empowerment for everyone on the planet. Helped start a surveillance technology group within a major, commercial systems integrator (SAIC). Directed the world's principle Web standards body (W3C). Guided creation of a UN arms control organization.
 - ❖ **Generating Revenue. Managing with Fiscal Intelligence.** Raised \$13 million to start the Web Foundation and invest in high-impact initiatives. Re-energized W3C by commissioning new technology work, strengthening customer focus, raising new revenue and spending strategically. Planned and executed \$25 million/year budget within a UN organization. Expanded DARPA R&D program from \$15 to \$40 million/year.
 - ❖ **Motivating the Best from Diverse Organizations.** Directing Web Foundation operations in the US, Europe, India and Africa. Managed W3C's staff and offices in 20 countries, serving 400 of the world's leading technology companies and organizations from 40 countries. Led a UN division with 100 staff from 40 countries. Accomplished in cross-cultural and politically-sensitive environments, where ethics, team-building, clear communication, and flexibility are vital.
 - ❖ **Innovating and Evangelizing Across the Technology Sector.** Creative adaptation of the Web, mobile, artificial intelligence, exploitation of big data, distributed and cloud-based architectures and other advanced technologies before others embraced them. Delivered tens of interviews and conference keynotes around the world (e.g., CNN, WEF, TED, The Economist) and held discussions with heads of state and CEOs of the world's leading organizations.
 - ❖ **Ph.D.:** Massachusetts Institute of Technology.
-

Professional Experience

Chief Executive Officer

World Wide Web Foundation

September 2008 - present
Geneva, Switzerland / Boston, Massachusetts

Dr. Bratt, together with Web inventor Sir Tim Berners-Lee, launched the Web Foundation to drive high-risk, high-impact initiatives to connect and empower all people -- especially those for whom communication could be life-changing.

Selected Accomplishments:

- Led development of initial strategy and plan to establish this new, international non-profit.
- Secured \$5 million grant to launch the Foundation, and an additional \$8 million (to date) for projects in the field. Initial donors included the Knight Foundation, Google, Vodafone, Nokia, Rockefeller Foundation, Hewlett Foundation, Omidyar Network, Open Society Foundations, European Commission, World Bank and International Press Institute.
- Formed legal entities in the US and Switzerland, and established Boards of Directors, an Advisory Council, a Science Council and a world-class staff working in Africa, Europe and the US.
- Started potentially-groundbreaking initiatives: (a) connecting people at the base of the pyramid to the Web by voice using simple mobile phones, (b) training mobile Web entrepreneurs in developing

countries, and (c) publishing government data on the Web. Initial testing is underway in Burkina Faso, Ghana, India, Kenya, Mali and Senegal (expanding to new countries).

- Created the Web Index, the first measure of the Web's global economic, social and political impact.

Chief Executive Officer

World Wide Web Consortium (W3C)
(hosted at the Massachusetts Institute of Technology)

January 2002 – June 2009
Cambridge, Massachusetts

The World Wide Web Consortium is where the world's leading organizations develop the technologies that make the Web work, including HTML, XML, CSS, VoiceXML, SOAP, RDF, Web accessibility, internationalization and privacy.

Selected Accomplishments:

- Led a team of 60 of the world's foremost Web technologists and 20 Offices around the globe (launched while CEO: Brazil, China, India, South Korea, Senegal, South Africa).
- Coordinated the W3C standards process, executed by 1,500 experts working in 60 technical groups.
- Launched standardization around HTML5, Web services, Web 2.0, semantic Web (linked data), mobile Web, multimodal, video, security, social networking and health care and life sciences.
- Improved member relationships with W3C's close to 400 Member organizations, which included: Adobe, Alcatel-Lucent, Apple, AstraZeneca, AT&T, Avaya, Boeing, BT, Canon, Chevron, Cisco, Citigroup, Deutsche Telecom, Disney, Dow Jones, Eli Lilly, EMC, Ericsson, France Telecom, Fujitsu, Google, Hitachi, HP, IBM, ILOG, Intel, Merck, MITRE, Nokia, Novartis, NTT, Nuance, Oracle, Pfizer, RedHat, RIM, Samsung, SAP, Sharp, Siemens, SoftwareAG, Sun, Time Warner/AOL, Toshiba, Verisign, Vodafone, Xerox, Yahoo and other leading companies, universities, non-profits and government agencies.
- Increased Membership income and reduced spending to restore health to an organization that fell into substantial deficit following a major economic downturn (2000-2002)
- Strengthened liaisons with over 40 national and international standards bodies.
- Implemented industry-leading patent policy and created streamlined process to develop innovative technologies.

Coordinator, International Data Centre Division (IDC)

Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)

July 1997 – November 2001
Vienna, Austria

The CTBTO is a UN-affiliated organization, founded in 1997 to a build treaty verification regime to detect and deter global nuclear weapons testing.

Selected Accomplishments:

- Appointed as the first Coordinator of the IDC, which includes the Global Communications Infrastructure (GCI). One of two senior US executives on the inaugural executive team.
- Guided the IDC and GCI from concept to initial operation in two years.
- Led systems design and deployment, strategic program and budget planning (\$15 million growing to \$25 million per year), information security, and measurement-based quality assurance.
- Hired and managed 100+ staff members from 40+ nations.
- Implemented what was at the time the most sophisticated geophysical data collection and real-time analysis system in the world. Knowledge-based data fusion and human decision support were applied to detect, locate and identify geophysical phenomena, including possible nuclear explosions. The GCI, the first VSAT satellite telecommunications system to cover the globe, provided Internet-based data collection from the 321 sensors and Web-driven product distribution to 100 national data centers.
- Designed and implemented operational and research facilities for the CTBTO's 250 staff, including high-availability, 24/7, computing, situation and media centers (\$11+ million).
- Directed five cross-divisional teams to implement state-of-health and knowledge management systems

that communicated through open public, secure external and private intranet Web portals.

- Installed three major releases of data acquisition and knowledge-based processing software, using technologies such as C++, Java, HTML, XML, PKI, LDAP, Oracle, UNIX and Windows.
- Communicated the vision and progress to global dignitaries and experts on a regular basis.

Principal Program Director / Program Manager

May 1993 – July 1997

Office of the Secretary of Defense (OSD)

Arlington, Virginia

Defense Advanced Research Projects Agency (DARPA)

Selected Accomplishments:

- Directed a research and development program to improve US and global capabilities for verification of nuclear weapons test ban treaties that grew from \$15 million to \$40 million per year.
- Integrated advanced concepts for realtime sensor surveillance and intelligent data processing. Technologies included global telecommunications, knowledge-based data fusion, artificial intelligence, data visualization, the Web, seismology, hydroacoustics, infrasonics, nuclear physics, meteorology and satellite imagery.
- Led team of over 100 contracted scientific and engineering professionals to develop an integrated system for collection, fusion and analysis of multi-sensor data to monitor nuclear weapons testing. The system was successfully demonstrated during international experiments starting in 1995.
- Supported the US delegation to the CTBT negotiations in Geneva. The US Ambassador to the negotiations stated that one of Dr. Bratt's briefings to the international delegations did more to advance agreement on the treaty verification regime than any prior event.

Assistant Vice-President / Director of Systems and Support

February 1985 – May 1993

Science Applications International Corporation (SAIC)

Center for Seismic Studies / Center for Monitoring Research

Geophysical Systems

Arlington, Virginia

San Diego, California

Selected Accomplishments:

- First employee in a division that grew to become the largest geophysical contractor supporting US nuclear treaty verification programs.
- Led 10, growing to 20, scientific and IT professionals to design, implement, operate and improve advanced geophysical, realtime processing systems.
- Principal designer and leader for the Intelligent Monitoring System, which integrated automated, realtime, artificial intelligence systems and interactive analysis and decision support.
- Led installation and operation of a prototype International Data Center which performed successfully during a major, worldwide monitoring experiment in 1991.
- Prototyped advanced concepts for pre-Web client-server-based data mining and browsing tools.
- Directed international training, staffing, procurement, monitoring operations and customer support.
- Presented successful, strategic funding proposals and reports to high-level US and global officials.

Education

- **Massachusetts Institute of Technology:** PhD, Geophysics (1985)
- **Pennsylvania State University:** BS, Geological Sciences (1979)

- Harvard Kennedy School of Government, Executive Management Program (2000)
- Federal Executive Institute, Leadership in a Democratic Society (1996)

Other International and Inter-Agency Experience

- Advisory Committee Representative, World Wide Web Consortium (2010 - present)
- National Science Foundation Review Panel (2004)
- US Delegation, Conference on Disarmament, Geneva (1993 – 1996)
- Scientific Advisor, Comprehensive Nuclear-Test-Ban Treaty Negotiations, Geneva (1994 – 1996)
- Department of Defense Liaison, National Academy of Sciences (1993 – 1997)
- Held US DoD security clearances ranging from Secret to Top Secret / SCI (1985 – 1997)

Selected Honors

- Appointed Guest Professor, Beihang University, Beijing, China (2007 – 2012)
- Exceptional Civilian Service, US Department of Defense (1997)
- Outstanding Performance, Office of the Secretary of Defense (1993, 1994, 1995, 1996)
- Recognized Paper Award: Conference on Innovative Applications of Artificial Intelligence (1991)

Media, Talks and Publications

Tens of interviews and conference keynotes, and has authored more than 100 publications, technical reports and papers tabled within international organizations (www.thinkabit.com/media.html).

Additional Information

- President and General Manager of Thinkabit, LLC. Consulting (thinkabit.com, 2003 - present)
- LinkedIn: <http://www.linkedin.com/in/stevebratt>
- Chief Running Officer, Winchester Highlanders Road Running Club
- Keyboardist in the band, SIX
- Place of birth: New York, New York, USA. Citizenship: USA
- Held US DoD clearances in 1980s and 1990s (including TS/SCI)